



# Strategic Priorities Information Paper

## Line of Effort 1, Goal 1:

### Optimize Infrastructure

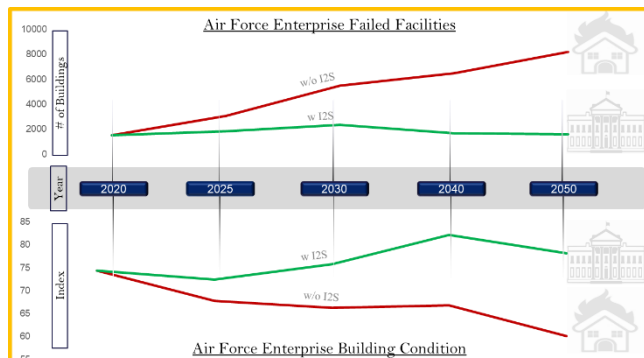
**Goal leader:** Brenda Roesch, AFIMSC Installation Support Directorate Facilities Engineering Chief and Enterprise Manager

**Goal Description:** Optimizing Air Force infrastructure relies upon connecting, predicting and improving asset performance by leveraging data to inform investment decisions that are better-aligned to the Infrastructure Investment Strategy (I2S) and National Defense Strategy (NDS). Incorporating diverse missions and performance silos into one integrated platform is critical to optimizing the complex Air Force infrastructure enterprise and empowering agile investment decision-making along with strong, stable, industry-equivalent resourcing.

#### What are your objectives?

In order to optimize our infrastructure, certain objectives need to be met that will enable ready, resilient, and lethal power projection platforms across the Air Force. First and foremost, funding our Maintenance and Repair portfolio to a minimum of 2% Plant Replacement Value (PRV) by September 2023 and 2.3% PRV by September 2026 while executing the I2S.

To put it simply, the goal is to improve facility and infrastructure funding through the Program Objective Memorandum while building the tools and culture to make smart, lifecycle investments. Shifting infrastructure spending from “worst first” to a decisive, data-educated approach for requirements identification will help drive efficiencies and target investment in accordance with lifecycle asset management principles and mission risk.



**Current Funding versus 2% Plant Replacement Value:  
Facility Failure is 500%+ Higher at 30 Years**

#### Why is Optimizing Infrastructure important to AFIMSC?

The core emphasis of AFIMSC is mission success in the field. Global Reach, Global Vigilance and Global Power rely upon the foundational bedrock of optimized infrastructure as the power projection platforms. Optimizing infrastructure shifts the focus away from just-in-time maintenance and repair to anticipating mission critical, long-term repair and modernization before costly failures occur. The combination of a widened aperture, collaborative visibility of data and diversity of asset classes allows us to balance risk trade-offs, enabling agile issue resolution in support of installation success. Forecasting infrastructure asset performance equips us with a predictive capability to streamline enterprise-scale efficiencies.

### **How does your goal support AFMC, Air Force and National Defense Priorities?**

Optimizing the Air Force's power projection platforms supports the NDS by enabling lethal missions with reliable, resilient bases, facilities and infrastructure. Optimizing infrastructure helps installations improve the reliability and efficiency of their assets across every aspect of the value chain to deliver rapid return on investment. To get us there, the I2S objectives guides us to plan smartly with enhanced visibility into the condition, risk, criticality and age of various mission assets to help decrease the Air Force's exposure to infrastructure vulnerabilities and emphasize planning with sound, integrated, rejuvenated data.

Further, our goal helps to strengthen decision-making by focusing capital commitments based upon true asset condition and mission dependency. The objectives facilitate stakeholder information sharing to create efficiencies, reduce costs and risks, and shorten overall time for infrastructure and facility repairs in the field while preventing failures with timely, cost-effective investment.

### **How are you measuring success?**

Success is measured by realizing specific I2S metrics, such as increasing infrastructure resourcing to a level where optimization is achieved. Implementing the I2S will inevitably translate into improved building and infrastructure conditions at the right time, at the right locations, aligned with the NDS. Implementing the I2S and including right-sized investment will also result in reduced mission risk and vulnerabilities while simultaneously increasing reliability and resiliency.

Our prediction is that key indicators, such as facility risk assessment codes, fire safety deficiencies, emergency work orders and facility failures, will all experience downward trends when the I2S is resourced and executed consistently over multiple FYDPs.

### **Is there anything you would like to add?**

The Air Force and the nation as a whole collectively face a moral imperative to balance cost efficiency with a significant overhaul of our rapidly deteriorating infrastructure, both inside and outside the fence. Unlike our sister services, the Air Force fights from the base. Our national defense and the economy depend upon a solid, reliable infrastructure backbone. The nation depends on this infrastructure foundation as the driving engine to enable innovation and maintain its geopolitical edge to defend against the increasingly cutthroat, global economic future.

National infrastructure spending has steadily declined since the 1940s and is projected to continue to decline. The U.S. currently spends a fraction of gross domestic product on infrastructure compared to other developed nations, well below what is needed. Investing in infrastructure is investing in our future. The Air Force is streamlining the way we locate, engineer and operate our diverse, complex assets in order to balance and mitigate risk for the future of our force.

